

Exhibit 5

Our leveling approach


Every group of roles at Google like software engineering, program management, or UX research contain job levels. A level refers to the scope and complexity within a role, and it's defined by the knowledge, skills and abilities that a Googler needs to perform well.

Before hiring begins, managers and their leaders think about the team and how they plan to grow. Then, a hiring manager, with support from the recruiter, defines the required qualifications and related job level(s) before posting a role. This sets the boundaries for the levels we'll offer.

Then during the hiring process, we determine if the candidate is a match. If we open a role to several levels, there's no simple formula to determine the level we'll extend to a candidate — each role is different, as is each candidate. But we do have a structured approach and process to make leveling decisions that focus on:

- **Consistent evaluation for all candidates.** We assess candidates against structured rubrics during the interview process to ensure consistency and reduce bias when evaluating candidates. While we do take prior experience into consideration, we don't rely on company names and job titles to understand a candidate's capabilities. We depend on the structured assessments during interviews to determine how well a candidate meets the requirements for a role/level at Google.
- **Independent review.** Hiring Committees come to an agreement using a thorough and holistic review of the data we gather during the hiring process (including a leveling rationale that is typically crafted by the recruiter and hiring manager together) to make sure a candidate is a match for the role and level. This group decision then may be reviewed by the Candidate Evaluation Strategy & Operations (CESO) team, who at times does a check to make sure that the candidate's offer is in line with similar offers. Finally, some offers may be reviewed by leaders who have a lot of experience with the role as a final check for consistency.








Hiring managers should go to these resources for more information on leveling:

- [Define the role and level](#) 
- [Secrets of successful hiring managers](#) 
- [Write a candidate statement of support \(go/hrmsos\)](#) 

*When we say holistically, we mean that the evaluation considers a candidate's relevant experience as well as the evidence we gather during interviews.

Was this helpful?

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-  [Manage your applicant pipeline in gHire](#)
-  [Assess candidates \(specific roles\)](#)
-  [Write a candidate statement of support](#)
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